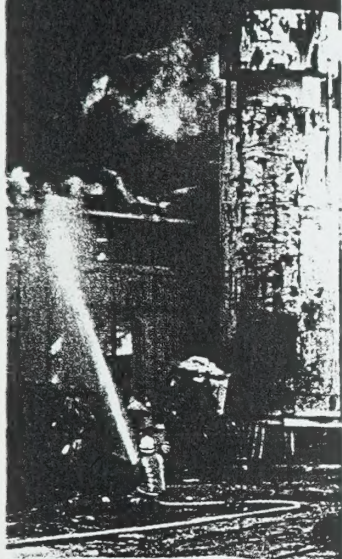


CAB ON HWESD
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1997

URBAN
MUNICIPAL

STORY

OF THE YEAR



THE
PLASTIMET
BLAZE

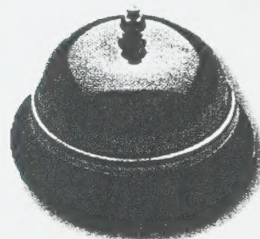
HAMILTON-WENTWORTH REGIONAL POLICE SERVICE

Annual Report 1997

*In Partnership With
Our Communities*



Joint Message



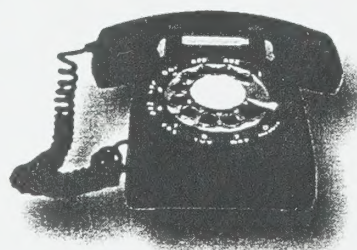
New Priority Response
System



Strategic Approach to
Youth Crime



Public Relations



Contact Information



The Crime Files

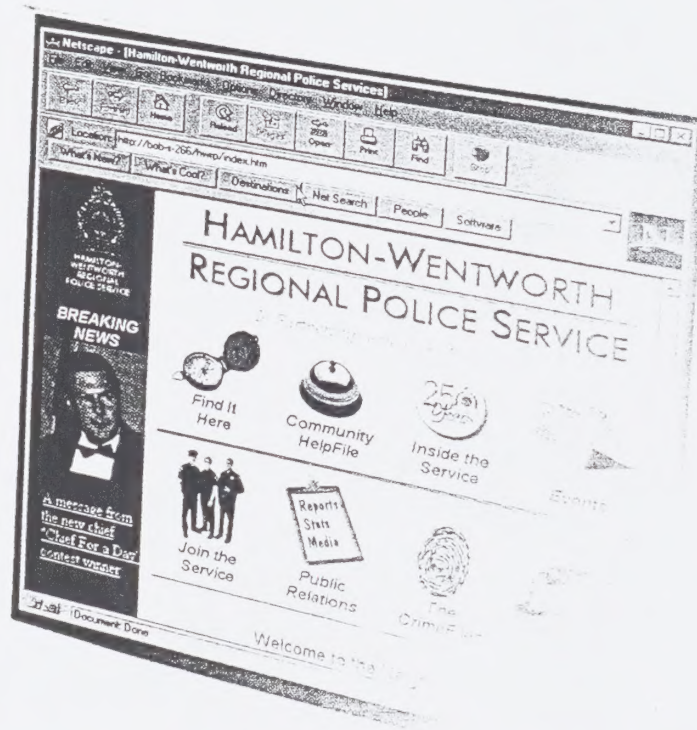


Crime Stoppers



Member of the Year

The design of this annual report is modelled after the Hamilton-Wentworth Regional Police website. The website was launched in the first half of 1998 and is designed to be easy to navigate while providing relevant and useful information. The website address is *www.police.hamilton-went.on.ca*.



Credits:

Written and edited by Tony Iavarone, APR

Designed by Michelle and Bob Edmonds, Electra Communications Inc.



Member of the Year

The Crime Files

Public Relations

Strategic Approach to Youth Crime

New Priority Response System

Crime Stoppers

Contact Information

Location: <http://www.police.hamilton-went.on.ca/inservic/inside.htm>

Joint Message



Robert B. Middaugh
Chief of Police



Kenneth D. Robertson
Chief of Police

To describe 1997 as a year of change would be an understatement.

The past year saw two of our dedicated leaders conclude their tenure with Hamilton-Wentworth Regional Police.

Both retired Chief Robert Middaugh and past chairman Bernie Morelli contributed to the development and growth of the organization and they have left indelible marks on our police service and we are better as a result of their commitment.

One of the true highlights of 1997 occurred in October, when the International Association of Chiefs of Police (IACP) bestowed the prestigious Webber Seavey Award for Quality in Law Enforcement to the Hamilton-Wentworth Regional Police.

To truly understand the importance and magnitude of this award, consider that almost 200 police agencies from across the globe had entered the competition. Our police service was recognized for our Victim Services program. This award is a shared accomplishment and is a credit to all of the hard working men and women of this police service.

We believe this award underscores and illustrates what we have long known about this police service, that we are one of the finest and innovative police services anywhere. And while we are proud and pleased to receive this award, we will continue to work hard to ensure that we can achieve our vision, which is to be the best police service in this country.

Despite this success, we recognize we need to do more. The number of auto thefts, break and enters, and traffic violations are at unacceptable levels. These incidents directly impact on the quality of life of the residents of our fine region, and we will not tolerate the continued escalation of these crimes against our citizens.

This annual report will share with you some of the other innovative and exciting initiatives we have embarked upon. Many of them, such as the Domestic Violence Initiative and the Strategic Approach to Youth Crime will come to fruition in 1998, which will once again confirm our status as a progressive and innovative police service.



Under the Police Services Act, every police service in Ontario must have a Police Services Board to provide governance and accountability. The Hamilton-Wentworth Police Services Board, along with the Chief of Police, assumes the role of policy direction and administration of policing in our region.

Among its many specific duties the Board approves strategic plans, determines general organizational objectives and priorities, establishes policy and oversees the ethical conduct of the organization.

The Board consists of seven people, with the complement including three provincial appointees and four regional appointees.

The Hamilton-Wentworth Regional Police Services Board

The 1998 members of the Police Services Board are: Alderman Tom Jackson, Chair; Mary Lou Dingle, Vice-Chair; Mayor Anne Bain; Dennis Concordia; Regional Chairman Terry Cooke; Michael Dingwall; Judi Emerson; and Robert Prowse, Secretary.



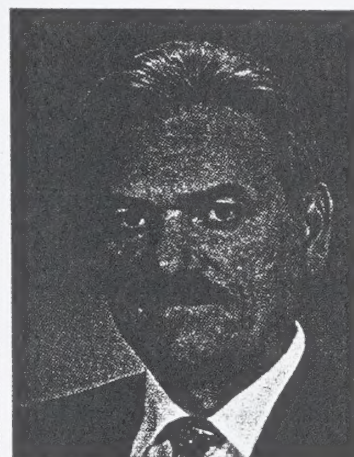
Alderman Tom Jackson, Chair



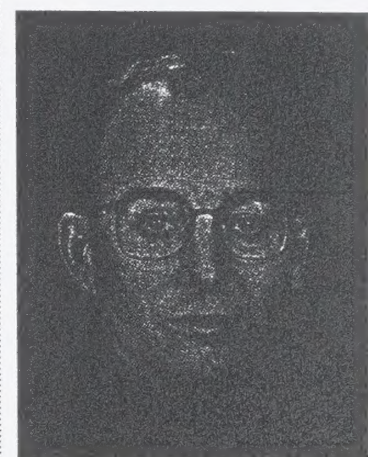
Mary Lou Dingle, Vice-Chair



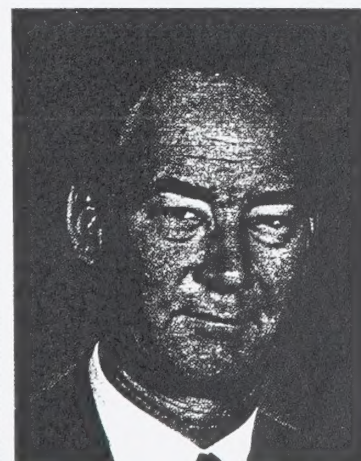
Stoney Creek Mayor Anne Bain



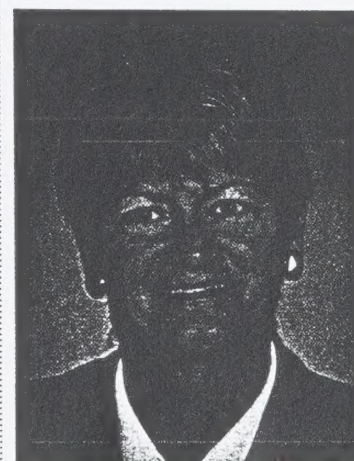
Dennis Concordia



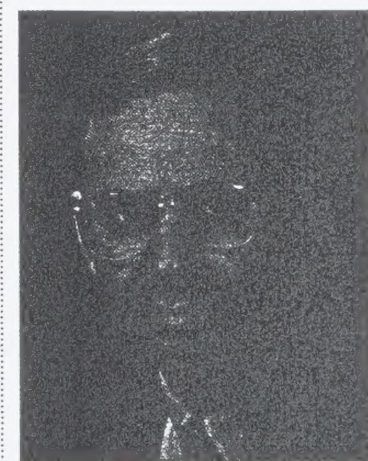
Regional Chairman Terry Cooke



Michael Dingwall



Judi Emerson



Robert Prowse, Secretary

Member of the Year

Sworn Ranks

	Female	Male
Chief	0	1
Deputy Chief	0	1
Superintendents	1	5
Inspectors	0	7
Staff Sergeants	0	16
Det. Sergeants	1	9
Sergeants	2	42
Detectives	3	77
Det. Constables	6	38
Constables	72	390
Grand Total	85	586

Effective January 15, 1998

Traffic Statistical Report

	Total to Date	1997 vs. 1996
Motor Vehicle Collisions	4,686	+ 15 %
Personal Injuries Reported by Officer	1,664	- 24 %
Collisions Reported by Citizens	4,169	+ 2 %
Total Collisions	10,519	+ 1 %

Fatal Motor Vehicle Collisions	22	+ 47 %
Number of Deceased	22	+ 38 %

Detective Victor Gate was selected the Hamilton-Wentworth Regional Police Member of the Year.

Sadly Detective Gate, who was also the August member of the month, died in November after a brief illness.

Detective Gate, with 30 years experience, worked in the east-end detective office and was selected for his act of bravery that occurred on a warm summer's evening. You might have expected Detective Gate to take it easy and leave the dangerous work to the younger officers. But not on July 22, 1997. At approximately 8:15 p.m. Detective Gate volunteered to attend a serious gun call where an angry and jealous husband fired a shotgun at the alleged boyfriend of his wife. When Detective Gate arrived he saw the man with the shotgun stalking outside the house trying to find the victim who was hiding. The victim had been shot at twice and was suffering from minor injuries.

Detective Gate then made a courageous decision when he saw the man momentarily put down the gun. Detective Gate quickly tackled and wrestled the man to the ground. He was then assisted by two other officers who noticed him struggling with the gunman. The man was arrested without further incident and eventually



Detective Vic Gate with his Member of the Month Award.

charged with attempt murder. During the struggle Detective Gate received minor injuries to his hand.

Detective Vic Gate's quick action that night no doubt saved someone from serious injury or death.

Detective Gate we salute you and miss you.

Recognition of Service



Police Exemplary Service Medal

Police officers who serve for 20 years and are "of such good standard as to merit an award" receive the prestigious Police Exemplary Service Medal.

In 1997, 60 police officers were honoured with the Police Exemplary Service Medal, and another 18 received their 30 year bar for dedicated service.

20year

Richard Ableson
Egils Agis
Michael Arnold
Kimberly Bailey
Jerry Bargeman
Charles Beasley
Wayne Bennet
John Berney
Philip Cranmer
Garry David
William Davis
Barry Day
Richard Elston
Donald Forgan
Keith Garnhum
Randy Graham
Gregory Hamilton
James Hamilton
Ronald Hayward
Anthony Incretolli
Ian James
Aivars Jekabsons
Krzysztof Kaprzyk
Kevin Keyte
Craig Knowles
Richard Kucemba
Elisabeth Latner
Rodney Latner
John Lewington
Gary Malcolmson

Glen Marshall
Peter McHarg
Larry McMorran
Michael Mullaley
Curtis Napholc
John Nikoloski
Douglas Ordowich
Rodney Pieon
Robert Pokoradi
Donald Pothier
Martin Remgis
John Rusnak
George Sarnelli
Ronald Seniunas
Bruce Shaw
Joseph Shea
Michael Shea
Alan Smethurst
James Smith
Fausto Sorba
William Stewart
Scott Stringer
Joseph Thompson
David Warnock
Daniel Welsh
Steven Wenzowski
Brent Wessels
Ronald Wheeler
Herbert Wood
Ross Wood

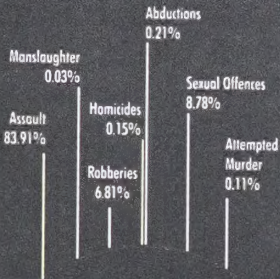
30year

Robert Berberick
Stephen Binch
Peter Couture
Gary Davis
Patrick Flynn
George Giacinti
John Henderson
Brian Leng
John McCoy
James McGreal
Ronald Peraziana
Hans Schmiedeberg
Larry Sheppard
Philp Slack
Donald Solomon
Gary Swackhammer
Eugene Williams
Ross Wood



The Crime Files

1997 Criminal Code Offences: Violent Crimes



Plastimet

During the early evening hours of July 9, 1997 a dark, ominous cloud rose above the north end of the city, touching off the worst environmentally-damaging fire the city has ever known. Due to the toxic nature of the fire at the Plastimet Recycling plant, and the fact the fire burned for several days, regional police were on hand throughout the fire, securing the perimeter, controlling traffic and evacuating residents.

Two days into the fire, police conducted a door-to-door voluntary evacuation of 190 dwellings and approximately 650 residents who live in the area bound by Ferguson Avenue on the east, Burlington Street on the south, Victoria Avenue on the west, and Barton Street on the north.

The massive fire involved emergency services personnel from across the region, including regional police officers, who all



performed their duties admirably in the face of difficult conditions.

Welfare Fraud Task Force

In May 1997, a joint regional and provincial Welfare Fraud Task Force was struck to tackle the growing problem of welfare fraud in Hamilton-Wentworth. Social assistance fraud undermines the integrity of the entire social services

system and wastes the limited and valuable resources of this community.

In the past, regional police always assigned one detective to investigate welfare fraud complaints. During the initial phase of the task force, six additional police officers were assigned to investigate these crimes and a large portion of back-logged cases were cleared.

For the remaining six months of 1997, two detectives and one social services investigator worked together to investigate these complaints. At the same time, further complaints continued to be received.

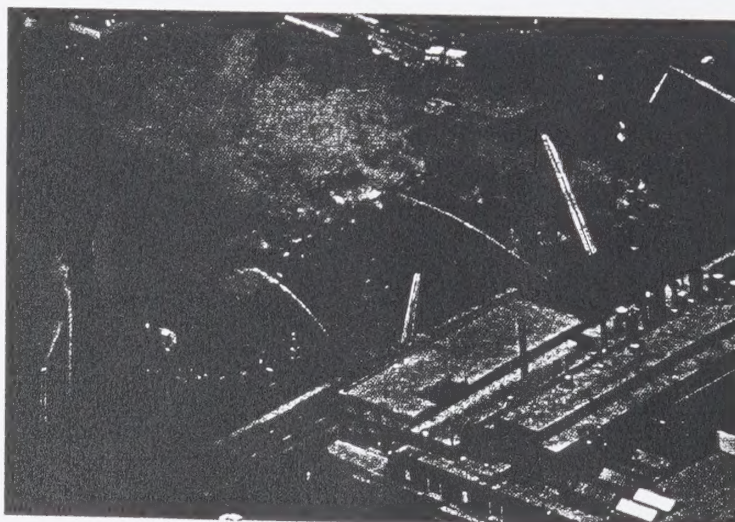
By the end of 1997, the task force recorded terrific results. Regional police had received 206 complaints, identifying 223 suspects, with a total loss to the community of more than \$3 million. Of those complaints, 113 arrests were made, totalling more than \$1.8 million in welfare fraud.

Thanks to the work of the task force, 104 people were arrested and warrants were issued for the arrest of another 18 people.

Joint abortion shooting investigation

In November a Winnipeg-based doctor was shot. The circumstances surrounding the shooting

Homicides	10
Attempted Murder	7
Manslaughter	2
Abductions	14
Sexual Offences	575
Assault	5,496
Robberies	446
Total	6,550





were similar to two other shootings involving doctors who were professionally involved in performing abortions at local hospitals.

In November 1994, a Vancouver-based doctor was shot and in November 1995 an Ancaster-based doctor was shot and injured. In all three cases, none of the doctors were high profile, and each was shot by a sniper who has yet to claim responsibility.

As a result of the similarities in the cases, investigators with the respective police services in the three cities, as well as the Royal Canadian Mounted Police, are now in constant communication and are actively working to identify the culprit. Members of the National Task Force come from the RCMP, the Hamilton-Wentworth Regional Police, the Winnipeg Police Service and the Vancouver Police Department.

Four police services join forces to solve mob killings

Following the 1997 homicides of a reputed Hamilton mob leader and his alleged Niagara region lieutenant, four police services joined forces to tackle the slayings.

Approximately 15 officers from Hamilton-Wentworth Regional Police, Niagara Regional Police, the

Ontario Provincial Police (OPP) and the Royal Canadian Mounted Police (RCMP) have been assigned to the two cases. Heading up the joint forces effort is OPP Inspector Ron Gentle. The team is working out of one office and dedicating significant resources to solve these crimes.

Dhillon & Khela poisoning arrest

In an example of what is possible when police and the office of the Chief Coroner work together, a 38-year-old man was charged with first degree in the double homicide of his business partners.

As part of the investigation into the deaths of Pavresh Kaur Dhillon, 37, and Ranjit Singh Khela, 25, detectives Warren Korol and Kevin Dhinsa travelled to India in the spring, followed by another trip by Det. Dhinsa and Dr. Charles Smith a forensic pathologist in the summer.

The investigation into these deaths began in September of 1996, when Major Crime investigators learned Khela, who died on June 23, 1996 was poisoned. Further investigation determined that Dhillon, who died on February 3, 1995, was also poisoned. The police investigation concluded that both people were poisoned with Strychnine.

During the May 1997 trip

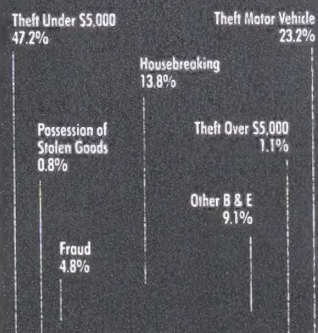


The Plastimet fire proved to be a serious challenge for all emergency service providers in our Region.

Plastimet Fire photos courtesy of The Hamilton Spectator.



1997 Criminal Code Offences: Property Crimes



Housebreaking	3,403
Other B & E	2,236
Theft Over \$5,000	277
Theft Motor Vehicle	5,700
Theft Under \$5,000	11,607
Possession of Stolen Goods	197
Fraud	1,180
Total	24,600
Other Offences	13,954

to India by Detectives Korol and Dhinsa, they spoke with Indian authorities about three suspicious deaths that had occurred in that country. Then, during the August visit, two bodies were exhumed and brought back to Canada for examination by the Centre of Forensic Science.

This investigation is a prime example of co-operative efforts between the police and the office of the Chief Coroner, specifically Deputy Chief Coroner Jim Cairns.

Lax homicide arrest

After almost five years of investigation, regional police laid second degree murder charges in the Morris Lax homicide. In the early morning hours of December 1992, Mr. Lax was murdered in front of his business, Lax Metals on Burlington Street. Detectives Frank Harild and Matt Kavanagh spent countless hours investigating the murder and on October 7 the two veteran detectives travelled to Perth and Smith Falls and arrested two men.

The two brothers were brought back to Hamilton and charged with the murders.

John School

In an effort to address the problem of prostitution

that is plaguing some of our neighbourhoods, a joint effort between the regional police and eight different organizations saw a one-day class for "johns" offered.

Approximately 27 men were in the class. Each male that attended the school made a donation of \$250 to cover the costs of the program. Men charged with Communicate for the Purpose of Prostitution were offered the opportunity to take the voluntary class, with the prospect of having the charge withdrawn.

The John School was modelled after a program in California and had the support of the Crown Attorney's office, the Police Services Board and the Landsdale and Stinson Neighbourhood Associations.

B.E.A.R. mauls break and enters

In the summer of 1997 Hamilton-Wentworth Regional Police noticed a marked 10 per cent increase in residential break and enters in our region. In an attempt to tackle the problem, project B.E.A.R. (Break and Enters are Reduced) was launched.

The task force of 14 officers from all three regional police divisions targeted individuals and groups that were identified as being actively involved

in break and enters. During the three-month period of October to December the following results were recorded:

- 121 residential and commercial entries being cleared
- 138 people were arrested for break and enter and other offences
- 280 charges laid
- \$602,320 worth of stolen property recovered
- 35 per cent decrease in overall entries during the three month period.

Project co-ordinator Sergeant Dan Wilson said the effort wouldn't have been as successful without the community's alertness, eagerness and assistance.

Ferris Park arrest

After an intensive month-long investigation, the Sexual Assault Task Force arrested and charged a 46-year-old man in relation to sexual assaults in the Ferris Park area of Stoney Creek.

Numerous charges were laid against the man including various counts of sexual assault and break and enter. The public's assistance, which included 400 people calling police or dropping off information at the command van that was set-up at Ferris Park, was invaluable in the arrest.

Webber Seavey Award for quality policing

In October 1997, Hamilton-Wentworth Regional Police Service received the prestigious Webber Seavey Award for Quality in Law Enforcement from the International Association of Chiefs of Police (IACP) for our Victim Services program.

The award is presented annually during the IACP annual conference. Victim Services – A Sensitive Approach to Victims, was one of three winners in 1997, and was recognized for its approach in dealing sensitively to the needs of victims of crime. The other winners were the Vancouver Police Service and the Los Angeles Police Department.

The goals of Victim Services are to provide emotional and psychological support to victims of crime and critical incidents on a 24-hour basis, provide support for officers dealing with victims and improve the co-ordination and partnership between agencies and services in the community associated with victims of crime.

Quality in police work is a critical factor in the well-being and safety of our communities. The Webber Seavey Award for Quality in Law Enforcement promotes and recognizes quality



Police Chief Ken Robertson (far left), Victim Services director Jim Dodds, Sgt. Ken Bond and retired Chief Robert Middaugh with the Webber Seavey Award.

performance by agencies around the world. The award is named for Chief of Police Webber S. Seavey, the IACP's first president, who exemplified the dedication to the profession and problem-solving ability that his namesake has been established to honour.

Domestic Violence Initiative

Hamilton-Wentworth Regional Police have embarked on a new Domestic Violence Initiative that will see the quality of investigations and case preparation improved. The new initiative is a partnership with the local Crown Attorney's Office and the Women's Abused Working Group (WAWG).

A form of the initiative

operated in 1996 when two pilot projects were launched in Toronto to address all criminal cases of domestic violence between intimate partners. In the fall of 1997 the program was expanded to include six new sites, one of which was Hamilton.

This new initiative employs a victim-centred approach and is expected to have a significant impact on our Service, especially in the area of investigations, case preparation and victims' issues.

The police service has identified 56 front line officers who will provide a "specialized" response to incidents of domestic violence. A Domestic Violence Investigator (DVI) will respond to each domestic incident assisted by another patrol officer with the DVI assuming the lead role. This combination

will facilitate a high level of cross training within each patrol squad.

The DVIs received two types of training: investigative techniques and issues and awareness training, which included training on the issues of children witnessing violence. The issues and awareness training was developed and delivered in partnership with our community agencies on an on-going basis.

The training builds on an officer's existing investigative skills, knowledge and insights on the dynamics of abuse, in responding to the more than 4,500 annual domestic incidents in our region.

Total Bias Incidents



C.O.A.S.T.

Hamilton-Wentworth Regional Police became the first and only police service in Ontario and only the second police service in Canada to team up a police officer with a mental health worker. The Crisis Outreach and Support Team (C.O.A.S.T.) is a program funded by the Ministry of Health's Community Investment Fund.

The program began on October 1, 1997 with a goal of providing crisis services to adults with serious mental illnesses in our region. C.O.A.S.T. provides assessments, treatment, support and referrals, to the affected individual and/or their families. Constables Mike Fazari and Margaret Couch are the first officers assigned to C.O.A.S.T.

C.O.A.S.T. is an outreach mobile unit consisting of a police officer and a mental health worker that will respond for onsite assessments. Calls or referrals are received by a triage worker who will collect the information and decide the type of response required.

One of the biggest benefits to having C.O.A.S.T. is the availability of an onsite mental assessment, thereby eliminating the need to take a citizen to the hospital. After the assessment, it is decided if the person should go to

the hospital for emergency psychiatric treatment, or referred to another agency. C.O.A.S.T. will then follow-up the referrals to confirm the person has made contact with the agency. After the citizen is connected to the agency, he or she will be discharged from C.O.A.S.T.

As C.O.A.S.T. becomes better known in the community, agencies and citizens will contact C.O.A.S.T. directly instead of going through the police.

C.O.A.S.T. also receives "Alerts" from other agencies. In fact, only 40 per cent of calls are generated from the police. Other agencies that have called C.O.A.S.T. include: Hamilton Psychiatric Hospital, Public Health, E.P.T., area hospitals and boarding homes. Initial referrals are also received from family members, friends, and the people involved.

Community anti-loitering program

In the fall, the Mountain Community Services office ran the Community Anti-Loitering Program (CAP), which was funded through a \$150,000 Youth Services Canada grant. The need for the program was identified following a community survey which found that loitering was rated as a

greater concern for our community than drug offences, school violence, assaults, weapons, liquor offences, impaired drivers, business entries and family violence.

In turn, loitering is directly linked to vandalism, littering and graffiti. CAP employed 16 people, aged 20-30, who were either unemployed or under-employed. A co-ordinator was hired and the CAP members were involved in the design and delivery of their community service project which focused on prevention of loitering and its related crimes. Community partners were instrumental in the success of the program, with \$127,000 received in goods and services from a number of sources.

Several strategies were employed including: loitering and gang presentations, the establishment of youth councils for drop in centres, the creation of skateboard organizations, an intergenerational pool tournament which led to a seniors/students tourney, a poster contest in 16 schools promoting "respect", the distribution of 1,000 business packages with information on graffiti, loitering and shoplifting, a parent resource directory on 150 agencies, youth mentoring sessions with children from Lynwood Hall and a video on issues affecting youth.

Graffiti Task Force

Complementing the efforts of CAP is the Graffiti Task Force (GTF). This task force is comprised of representatives from police, both regional school boards, the region's parks department, the Downtown B.I.A., Hamilton-Wentworth Housing Authority and the community at large.

The task force drafted a Graffiti By-law that places controls on the sale and possession of aerosol paint and broad tipped felt markers. It also requires business owners to remove graffiti from public view in a timely fashion. Penalties for people found defacing public and private property will range from \$100 to \$5,000. The by-law has been adopted by the City of Hamilton, Township of Glanbrook and the Town of Dundas.

An ambitious grant proposal has also been made to the Ministry of the Solicitor General to fund an eight-month graffiti abatement project. The project would employ three people and utilize a portable pressure washer to clean the offending graffiti. It is still hoped the grant will be approved and the program would then run in the spring and summer of 1999.

Lime Ridge Mall policing centre & volunteers

One of the real strengths of the Hamilton-Wentworth Regional Police is the number of dedicated citizens who volunteer their time and efforts to the police service.

No where is that more evident than in our community policing centres. The newest addition is the Lime Ridge Policing Centre which opened in October. The establishment of the new centre was made possible thanks to mall owner Cadillac Fairview, Neighbourhood Watch and the volunteers.

Cadillac Fairview virtually donated the office space to the police centre and also completed renovations at its own expense. The local Neighbourhood Watch has also made a significant financial contribution to the office to offset costs.

The new police centre is located in Lime Ridge Mall, near the theatres, off the Food Court.

Policing centres also operate at Jackson Square, Centre Mall, on King Street (serving Landsdale and Stinson) and Ancaster. Each of the policing centres, which are information and reporting centres, are staffed with a corps of hard working volunteers.

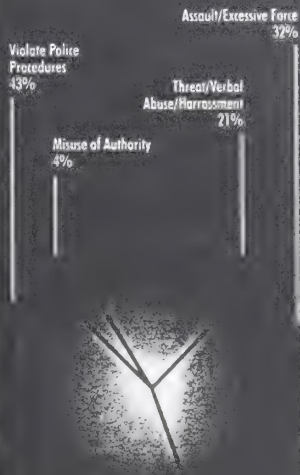
Volunteers are not limited to community



Superintendent Lynda Bowen of the Mountain Station receives a cheque for the Lime Ridge Mall Policing Centre from Neighbourhood Watch.

policing centres. In fact, they can be found throughout the organization. A formal volunteer program has been established thanks to the efforts of retired Police Services Board chair Pat Saunders. Through this program all volunteers are properly screened and then placed where needed. Under the new volunteer program, application forms have been improved and enhanced; an advisory committee has been established to gain input on the volunteer program; and Mrs. Saunders has worked closely with the policing centres to ensure they have enough volunteers, thereby allowing the policing centres to provide consistent service.

Public Complaints Categories



Public complaint process

In 1997, a new public complaint process was introduced that now allows complaints, that are not of a serious nature, to be resolved informally by the Chief of Police through his designates, staff sergeants.

Complaints can relate to two things: the policies of, or services provided by a police service or the conduct of a police officer. Only a person directly affected by the incident may make a complaint. A complaint must be in writing and must be signed by the person making the complaint. Complaints may be written in a letter or can be submitted by completing a standard form.

The changes to the public complaint process were introduced as part of revisions to The Police Services Act. Under the new system, informal resolutions to complaints can now be reached. This approach involves bringing the complainant and the subject officer together to hear each other's concerns. The informal resolution of a complaint is an option that is available at any time during the process, i.e. before, during or after an investigation. The terms of an informal resolution must be agreed to by both parties.

Complaints of a more serious nature are formally investigated by the police



Constable John Rusnak and the Seat Belt Convincer.

service's Professional Standards Branch.

Target: Safe Roads & Please Be Seated

The Traffic office of the regional police places an emphasis on raising the awareness for the need for greater road safety, while conducting enforcement programs. Two of the most successful programs that ran in 1997 were Target: Safe Roads and Please be Seated.

Through the Target: Safe Roads program, regional police adopted a zero tolerance toward aggressive drivers in intersections with a high accident rate and high complaint area. The program ran for 12 weeks.

During the program police officers concentrated on eight intersections per week and ticketed aggressive drivers for everything from failing to signal a lane change to driving in excess of the

posted speed limit. Police focused on 32 different intersections during the course of the campaign. Intersections targeted consisted of those areas that historically incur a large number of accidents as well as intersections that are high complaint areas regarding speeding and aggressive driving.

Concurrently with the program, regional police introduced an aggressive driver hotline during the life of the program that allowed the public to call a special number to report aggressive driving.

Following the call, police sent a letter to the registered owner of the vehicle informing them that their vehicle was observed driving aggressively.

During the span of the program, accidents were down a solid 42 per cent. A total of 44 accidents were recorded in the chronically problematic intersections, compared to the 77 accidents that were

recorded in the same intersections from the previous year.

During the same time, a total of 212 complaints were received on the hotline but due to incomplete information 72 letters were issued. A total of 592 provincial offence notices were handed out during the campaign.

Through the Please Be Seated program, regional police once again partnered with the Trauma Prevention Council to ensure that infants are properly secured in car seats.

Between April 4 – 10, officers stopped cars with infant passengers and checked to see if the child and seat were secured properly, and to ensure the seat adhered to the five safety regulations in the Highway Traffic Act. If the child was not properly secured, the driver was issued a ticket for the violation. The driver was also given a pamphlet providing locations of training sessions, organized by the Trauma Prevention Council. If the driver attended a session and learned how to properly install and use a child's car seat, the ticket was withdrawn in court.

Business Plan launched

The 1997-2000 Hamilton-Wentworth Regional Police Business Plan was launched during Police Week. Planning has always been a priority with the our police service. In 1991, our police service formally endorsed a strategic planning, decision-making and implementation process which uses available resources that enable the organization to meet its long-term goals and objectives. As well, it is a specific responsibility under the Police Services Act for the Police Services Board to determine goals and objectives in consultation with the Chief of Police.

The objective of the Business Plan is to guide our police service in setting standards which will continue to make this Canada's most progressive community-driven police service. The 1997-2000 Business Plan is a refit of the 1993-1997 Strategic Plan and was completed by the police service's Planning and Research department.

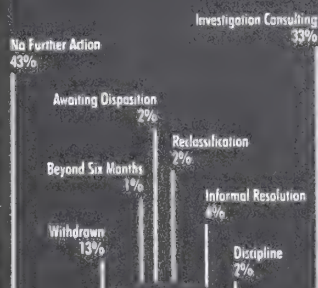


As part of the refit a comprehensive resource document containing information on our internal and external environment was compiled. The consultation base for the Business Plan was broadened from previous exercises and includes citizen representatives and more front-line employees.

Successful implementation of our Business Plan depends on

understanding and organization-wide commitment by everyone affected and involved. It also requires us to track progress and make mid-course correction where necessary, to direct appropriate resources to the goals and objectives of the plan; and to cultivate a climate of accountability which exemplifies expectations, consequences and leadership.

Public Complaints: Disposition



Quality service

"We believe in providing quality service". With this organizational value as a guiding principle, our regional police service became the first police organization in Ontario to offer the customer-oriented Super Host program.

The one-day, seven hour workshop was delivered in conjunction with the Hamilton and District Chamber of Commerce.

Super Host is an ongoing, comprehensive, community-based program. The training was provided by local leaders trained by Ontario Tourism Education Corporation's master trainers. The objective of the course, which was customized for our police service, is to provide an understanding of the importance of good service, explain the communication process and provide effective methods of dealing with complaints.

Approximately 300 members from the police service participated in the program over a 15 week period. Another 300 employees are budgeted to take the course in 1998.

Cop school

Regional police launched an innovative Citizen's Police College early in 1997, which is designed to provide the public with a better understanding of policing through



Constable Diego Mejia in his United Nations uniform.

informative and instructive sessions.

In turn, the understanding forms the foundation of community partnerships between the public and police. Ultimately these partnerships improve the quality of life for our community.

The 10-week course, ran for two hours a night and covered virtually every major aspect of the police service including: fraud, use of force, major crime, traffic, drugs and vice, patrol, family crisis, street crime, crime prevention and much more.

Upon completion of the course, graduates from the program attend a graduation ceremony and become members of the Police Citizens Alumni Association. The idea of a

Citizens Police College was initiated by former Police Services Board chair Bernie Morelli.

Regional police officer returns from Guatemala

During the course of their duties, regional police officers are routinely exposed to many of the least desirable aspects of our society. However, not even that experience could prepare Constable Diego Mejia for his one year assignment in Guatemala.

During his time on the United Nations mission, Constable Mejia was faced with a number of life-threatening situations and he became seriously ill. In addition, during his absence, his wife gave birth

to the couple's daughter on the same day that Constable Mejia addressed a group of locals while a drunk pointed a loaded AK-47 at him.

Despite the often harrowing experience, Constable Mejia reports that he enjoyed his time in Guatemala and would welcome the opportunity to participate in a mission in the future.

Following Constable Mejia's visit, he facilitated the donation of bullet-proof vests for the Guatemalan's under staffed and under resourced police service. The donated vests were made available after Hamilton-Wentworth Regional Police officers were issued new vests during 1997.

Community relations

During 1997, two significant documents were created that will continue to guide HWRP's anti-racism and anti-discrimination work for years to come. One, an internal policy and procedure on Anti-Racism and Anti-Discrimination, the other is HWRP's Business Plan. The Business Plan contains several goals and objectives related to anti-racism and anti-discrimination training, reviewing hiring and recruiting procedures, and developing mandates, goals and objectives with

community partners which will include feedback and response mechanisms.

For the second year, HWRP collected statistics on hate crime and also in 1997 all street patrol officers received in-service training about hate crime. During Police Week in May, regional police held a public forum about hate crime, to educate the public about this issue and to receive feedback.

Anti-racism and anti-discrimination training was also delivered in modules to sergeants, senior constables, and new police recruits. Various guest speakers were brought in, including speakers from the Gay, Lesbian and Transgendered communities, from Aboriginal, African and Asian heritage communities, and the Association of Black Law Enforcers (ABLE). This training built upon the anti-racism and intercultural awareness training that senior management received in 1996.

In October 1997, HWRP held a two-day training session for police Professional Standards Branch investigators, entitled: "Investigating Race-Based Complaints Against Police Officers". A total of 23 participants from 10 police agencies and outside services attended and learned about issues in investigation, such as poisoned environment,

credibility, intent versus impact and balance of probability.

Various liaison and problem-solving meetings were held with many community groups, such as the Cambodian community, the Aboriginal community, the Black community, the Moroccan community, and others.

A significant initiative was embarked upon in January, when the HWRP Gay Lesbian Bisexual Transgendered (GLBT) Task Force held its first meeting. Subsequent monthly meetings were held throughout the year, in addition to subcommittee meetings. The Task Force consisted of both police and community members.

Meetings revolved around problem-solving on numerous specific incidents, as well as a proactive meeting on police response to sex in the parks. Policies were reviewed, and the HWRP Harassment and Discrimination policy was revised. More inclusive language (mentioning the availability of same-sex benefits) was included in recruiting advertisements for police constables. GLBT Task Force members were involved in the Business Plan development, and in delivering and observing training.



Strategic Approach to Youth Crime

Total Hate Crime Incidents



The images of young people getting in trouble with the law are disturbing for our community. The increase in criminal activity, including violent acts, have many parents concerned about the future and our society.

As a result of research conducted with Hamilton-Wentworth residents and police officers, a strategic and cutting edge approach in dealing with youth crime has been implemented by Hamilton-Wentworth Regional Police.

Youth Crime is on the increase, and changing demographics indicate that the problem will intensify over the next five years. As a regional police service, we've concluded that incident-driven responses to serious youth crime is not effective and in many cases comes too late. Property crime has a significant impact on the quality of life in this community, therefore we've determined we must implement a focused approach to fulfill our commitment to delivering quality service to our citizens.

Sergeant Eric Girt, the HWRP youth co-ordinator, conducted a thorough analysis of youth crime. Through that analysis he identified the concept of "high risk", "at risk" and "low risk" youth. Clearly 75 per cent of all young people are at a "low risk" to offend and will likely never be involved with the

police. A further 20 per cent are identified as, "at risk" youth, described as youth that are on the border and can end up as low or high risk, depending on the police approach to the young person's conflicts with authority.

"High risk" young offenders represent only five per cent of our teens, but they are responsible for a significant portion of crime and disorder in this community.

Many "at risk" youth may become "high risk" if they observe a lack of will in confronting the criminal activities of "high risk" youth.

Prevention programs require co-ordination and must be needs-based. The community has stated that programs need to be delivered in the middle grades.

As part of our approach we have also identified the need and undertaken increased training for patrol officers, youth serving officers and other support units in our police service.

Treat the offender and the offence

Police officers have traditionally responded to incidents involving youthful offenders based on the type of crime that has been committed. As an example,

a minor theft from a school would usually not result in charges. A more serious offence involving theft of an auto would lead to charges.

In the future, officers responding to incidents involving young offenders will first check the offenders background before deciding the appropriate action.

A minor offence committed by a "low risk" youth may be resolved with a Police Caution or counselling or a Pre-Charge Diversion, but a subsequent offence would see the offender placed in the "at risk" category.

A similar offence committed by an "at risk" youth may lead to "alternative measures" or Pre-Charge Diversion if appropriate. Subsequent repeat offences or non-compliance may see them placed in the "high risk" category. A period with no criminal activity will see them return to "low risk".

A Pre-Charge Diversion is issued when such action meets the criteria for a Police Caution, the investigating officer is satisfied that a Pre-Charge Diversion is appropriate, the young offender voluntarily consents to enter into the program, and the young offender is advised of their right to counsel and is given reasonable opportunity to consult counsel.

A minor offence,



committed by an individual who has been identified as "high risk", will result in charges to support our zero tolerance approach. The incident will be followed up by the divisional youth officers who will ensure appropriate release conditions or probation are applied. If the subject is released, the divisional youth officer will work with beat officers, probation, schools and families to ensure compliance with each and every condition. If the subject does not comply or commits further offences they will be subject to strict enforcement and incarceration.

Enforcement programs

Management of high risk youth will be the responsibility of the divisional youth officers. High risk offenders will be the subject of strict enforcement with a zero tolerance policy.

The individual youth's targets will remain a priority for enforcement unless they are incarcerated or an assessment downgrades their risk. When required they will have the support of other specialized HWRP units.

Prevention programs

Needs-based programs will be delivered by our community services officers with the assistance of our school liaison officers, Victim Services branch, community relations co-ordinator and beat officers, if necessary.

In summary, the new approach toward youth crime calls on regional police to treat the offender, not just the offence. Research has shown that the vast majority of young people are "good kids" and the proper, strategic approach by the police will play a large role ensuring that these young people will lead good, productive lives. At the same time, police must take the appropriate action with the small minority of young people that are responsible for the criminal activity in our region. This integrated, and considered approach will go a long way in enhancing the quality of life of all members of our community.

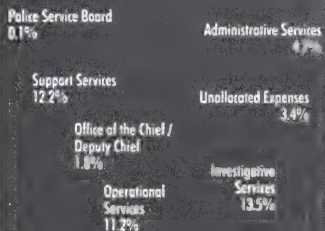
...the vast majority of young people are "good kids"

Sergeant Eric Girt



New Priority Response System

HWRP Expenditures by Program



Patrol Divisions
53.2%

Office of the Chief / Deputy Chief	1,320,890
Operational Services	8,247,270
Investigative Services	9,954,040
Unallocated Expenses	2,521,450
Administrative Services	3,459,810
Patrol Divisions	39,334,760
Police Service Board	105,020
Support Services	8,987,110
Total	573,930,350

As part of the ongoing efforts of the Hamilton-Wentworth Regional Police (HWRP) to delivery quality service to the diverse communities which we serve, a new, more concise response system has been developed that sees priority given to those calls that require the most immediate attention.

And while this approach is in line with the philosophy that has long existed, different levels of priority have been established that will allow us to indicate to callers when a police response can be expected.

The major improvement and advantage to the community of the new four-level Priority Response System (PRS) is the introduction of a new level of priority that will see officers respond to certain quality of life-type calls within 30 minutes, as compared to 60 minutes under the previous system.

Under the previous Differential Priority Response (DPR) System, which was first introduced in May 1992, those same calls could have waited for up to 60 minutes for a response. The trade off for introducing the new and quicker response is that other calls, which do not pose any kind of immediate danger to people or property and do not fit the criteria for Priority Three, could wait for up to three hours for police response. However, callers will have

the option to attend a police station sooner than three hours to file a report if they would rather not wait.

The goal of the new system is the same as the previous DPR, which was to dispatch police human resources to the most important and urgent calls, thereby improving response time to those incidents which required immediate attention.

When the DPR was introduced a commitment was made to review the system to ensure it was meeting its objective and was in fact providing the proper level of protection and service to the public. It was hoped the system would result in better use of officers' time and improve our ability to respond to emergency calls in a timely manner, and that has in fact happened.

The review has since been completed, with input received from the public, and it was

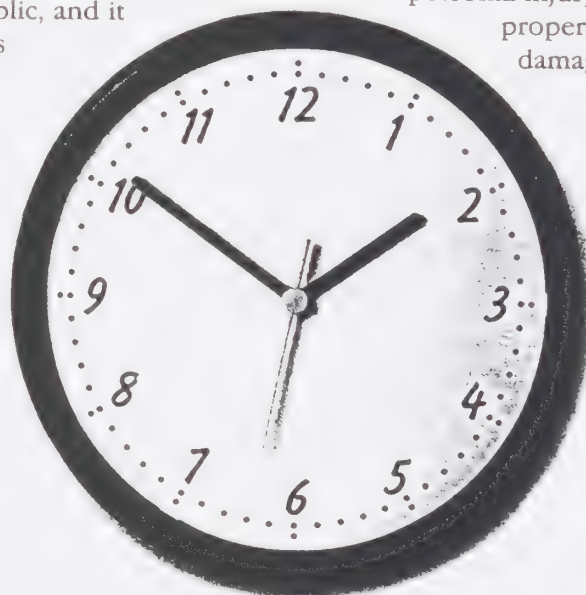
determined that further fine tuning of the priority levels was required. Criteria for priority one and priority two calls are virtually unchanged.

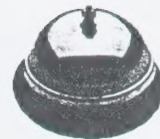
The response times under the new PRS are as follows:

Priority One

IMMEDIATE RESPONSE

Units are dispatched immediately to an emergency situation, even if it means calling them off other, lower priority calls, or out of the station. Criteria includes one or more of the following: actual or potential for serious injury or death to any person; a police officer needs immediate assistance; there is an immediate potential for property damage or injury; a crime is in progress; or the suspect is at the scene or in the area and may elude apprehension or create the potential for personal injury or property damage.





Priority Two

15 MINUTES

Not an emergency as defined in Priority One but an urgent situation that requires the presence of a police officer as soon as possible. Criteria includes one or more of the following: there is a need to protect the scene of the crime for the preservation of evidence; the crime has just occurred within the last 15 minutes but the suspect has left the area and whereabouts are unknown; an officer is needed to secure and interview witnesses; or there is a need for crowd control to prevent personal injury or property damage.

Priority Three

30 MINUTES

These calls do not involve crimes that are in process or that have just occurred within the past 15 minutes. The circumstances are such that a relatively prompt response by the police is necessary due to an ongoing nuisance or quality of life complaint or if the caller has described a situation that indicates this level of response is required. Criteria includes one or more of the following: nuisance or quality of life complaints such as loitering, non-violent intoxicated persons, chronic or serious noise complaints (when bylaw officers are unavailable) the caller is obviously traumatized by an incident

and is requesting the attendance of police as soon as possible, even though the crime is not in progress nor has it just occurred; the call involves a motor vehicle collision where there are no injuries, but the circumstances are such that a prompt response by the police is required (eg., cars are not driveable or driver is extremely upset, etc.); a suspect is being detained by a professional security person and there is no indication of violence.

Priority Four

UP TO THREE HOURS

These are generally calls where the attendance of a police officer is necessary or desirable, but there is no urgency. If after three hours a unit is still not available, the caller will be contacted with a new expected time of arrival. For these types of occurrences, callers are presented with the option to drop into a station in person to file a report, however if a mobile response is the best option, it will be delivered.

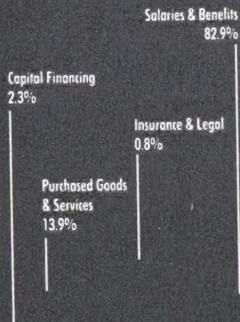


Overall, the enhanced PRS is the culmination of community input and analysis of recent call responses. HWRP is confident the new enhanced system will continue to deliver the prompt level of service residents of Hamilton-Wentworth deserve and expect from their police service.

Crime Stoppers



HWRP Expenditures by Object



Capital Financing	1,723,300
Purchased Goods & Services	10,236,390
Insurance & Legal	622,920
Salaries & Benefits	61,347,740
Total	\$73,930,350

Crime Stoppers continues to answer the call in Hamilton-Wentworth, as more than \$12 million in drugs and property have been seized or recovered since the community-based program began 14 years ago.

Crime Stoppers reports that in 1997, the more than 1,400 calls to the Crime Stoppers TIPS hotline, resulted in 132 criminal arrests and 166 cases being cleared. Of the total number of hotline calls, 1,308 of them were first-time callers. Those tips were responsible for regional police seizing more than \$1 million in drugs and recovering \$350,000 in stolen property, including \$125,000 in video cassettes that violated Canada's copyright laws.

Crime Stoppers, which operates as a partner to regional police with its own independent board of directors, attributes the increase in hotline calls to the summer start-up of an after-hours professionally trained answering service that supports the local office. In the first six months since the service began, 426 after-hours tips were received which cleared 12 cases. One of the cases included information on the identity of a suspect who was involved and subsequently charged in a murder investigation, and another case involving a police probe of an attempted murder.

Through the fund raising efforts of the Crime Stoppers board of directors, almost \$23,000 was paid out for information leading to arrests. That brings the total in reward money to \$247,525 since the program's inception in 1983.

A few of the 1997 highlights include:

- The fall launching of the Crime Stoppers program into three area high schools-Sherwood, St. Jean de Brebeuf and Ancaster High School – which sees students working with the school administration and a community board
- A seniors program was established in an attempt to arm seniors with information they need to know about crimes targeted at this group
- The multicultural committee continued its work with the New Immigrant Outreach Program. This initiative is designed to bridge any cultural differences with respect to reporting crime that may exist with residents because of previous experiences with law enforcement agencies elsewhere
- Working with the English as a Second Language (ESL) department at Columbia International College, an ESL lesson plan was

developed to introduce the Crime Stoppers program to new immigrants

- A key effort in stalling the rise in auto thefts was the launching of the Hot Car program in March 97. Every morning on Hamilton radio stations Oldies 1150/K-Lite FM and CHML/Y95, listeners are informed of the overnight theft of vehicles in the area and are encouraged to call 911 with any information that may assist in recovering the stolen auto
- As the result of a successful fund raising dance on November 1, Crime Stoppers was able to raise enough funds to purchase and donate the newest member to the regional police canine unit – Rocky "The Tipster".

Contact Information



Access to Information	546-4727
Alarm Coordinator	546-4718
Block Parent	546-4905
Child Abuse Branch	546-3858
Community Relations Coordinator	546-4910
Community Resource Officers	
Station 10 (Central)	546-4911
Station 20 (East End)	546-2909
Station 30/31 (Mountain/Dundas)	546-3889
Community Services	546-4900
Coordinator	546-4903
Station 10 (Central)	546-4906
Station 20 (East End)	546-2949
.....or	546-2950
Station 30 (Mountain)	546-3806
Station 31 (Dundas)	546-4950
Family Crisis Unit	546-4962
Firearms Registration	546-4977
Human Resources	546-3862
.....or	546-3871 or 546-3872
Labour Relations Branch	546-4774
Media Relations	546-4901
Professional Standards	546-4776
.....or	546-4777
Public Communication Co-ordinator	546-3136
Reception	
Station 10 (Central)	546-4772
Station 20 (East End)	546-2929
Station 30 (Mountain)	546-4930
Station 31 (Dundas)	546-4950
Recruiting	546-3861
Special Events (Traffic)	546-4758
Station 10 (Central)	546-4772
Station 20 (East End)	546-2929
Station 30 (Mountain)	546-4930
Station 31 (Dundas)	546-4950
Substations	
Beasley	546-2982
Jackson Square	546-4936
Landsdale / Stinson	546-4420
Waterdown	689-1554
Victim Services	546-4904

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155 King William Street
Box 1060, LCD1
Hamilton, Ontario
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Location: <http://www.police.hamilton-went.on.ca/contact/contact.htm>